



VIEWING THE CONTRIBUTION OF NEGATIVE AND POSITIVE FACTORS IN WORK THAT IMPLICATE THE PERFORMANCE OF BANK EMPLOYEES

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ABSTRACT

There will always be obstacles at work, and the most common one is work stress. The cause of work stress can occur from small things, such as misperceptions, miscommunication, misbehavior, and so on. However, there are other positive factors that also improve performance, one of which is work rules. Work rules become guidelines in disciplining measurable work behavior, so that work results are in accordance with standards. Based on this background, this study aims to analyze negative and positive factors at work, which have implications for performance. The research is built on a quantitative basis, so the basis for disclosing phenomena is the numbers tested by the regression statistical method. The research subjects were private bank employees in the urban city, South Tangerang. Data is collected primary/directly by distributing questionnaires with a Likert scale. The number of samples used was 60 people with census techniques. The results of the study show that there is a significant difference in the effect of discipline and work stress on performance. As it turns out, negative factors such as stress have a stronger power on decreased performance, compared to positive factors such as discipline. So, it is understandable, that suppressing negative factors such as stress, workload, conflict and so on will further maximize the work potential of employees. Then the company increases other positive work factors.

Keywords: Positive-Negative Work Factors, Rules, Stress, Performance, Work Achievement

I. INTRODUCTION

In today's modern era, technological advances and the development of the business world are very rapid. The Indonesian nation, besides having abundant natural resources, also has large human resources. From a historical point of view, a large population indicates a large number of heads, and that means Indonesia is rich in thoughts [1].

The existence of Human Resources (HR) is very important in every organizational activity. It is human resources that plan and carry out the business activities of a company [2]. Thought and hard work determine the success of the company. Therefore HR needs to be seen, heard, cared for and supported. What their needs need to be met, what their aspirations need to be given way, in order to create quality human resources.

The above idealism in practice is still experiencing problems. Low work motivation, contract work systems, compensation not meeting expectations, conflicts between leaders and employees, family conflicts and so on add to the complex list of developing quality human resources [3]. One of the individual factors that is difficult to identify is work stress.

Lack of company concern, conflicts at work and low levels of appreciation are one of the many factors that cause work stress. Stress is a condition of tension that affects one's emotions, thinking processes and conditions. Employees who experience stress can become *nervous* and feel chronic worry. They often become irritable and aggressive, unable to relax, or show cooperation [4].

Several research results suggest that work stress has a significant effect on work performance/performance [5, 6, 7]. While the results of other studies also suggest that stress is a deadly disease for employees, because of its effect on the brain and mentality of employees [8, 9, 10].



Besides stress, another factor that influences performance is work discipline. The discipline in question is the rules and employee compliance with these rules [11]. In other words, between rules and employees must be in line. Where the rules made should be acceptable to employees. This means that work rules must be made based on kindness, not a form of punishment [12]. So that each item of disciplinary rules contains values that make employees aware, and the characteristics of disciplinary rules that are liked are work discipline which lightens the workload, which makes it easier to complete work, which helps timeliness of work and other benefits, so that gradually, employees will depend with work discipline [13].

The phenomenon that occurs is that employee complaints in terms of work stress are caused by pressure from the leadership. Where the targets set must be achieved, without the leadership first providing a detailed explanation, assisting in the implementation process, providing support and so on [14, 15]. However, the leadership behaved otherwise. Even though employees realize that the targets set if achieved will provide many benefits (bonuses and salary increases). However, on the other hand, the target is a symbol of joint performance. So that both leaders and employees should be able to work together as a solid work team.

One of the impacts of the problems above, more or less influences the discipline behavior of employees. There are some employees who work mediocre (not target oriented), some others don't respect time, some are less thorough, some others rely on each other and so on [16]. In addition, the leadership is not sensitive to field conditions, so it is easy to judge employees. As a result, employee discipline has not changed for the better.

The results of the interviews show, if the employees realize what they are doing is not good and they really want to work seriously. However, the lack of understanding and lack of leadership support makes it difficult for employees to change this bad behavior for the better.

The results of research conducted by several studies suggest that work discipline affects employee performance [17, 18]. In other studies also suggested, discipline is the most effective effort to ensure employees work according to company expectations [19]. With discipline too, the company can easily assess whether the employee is successful or not.

II. THEORY BASIS

Management

Mangkunegara defines management as a field of science (*science*) that seeks to understand why and how humans work together to achieve goals and make this system of cooperation more beneficial to humanity [20]. From this definition it means that management science studies everything about human resources so that management knowledge can be useful not only in an organization or company environment but in society in general.

Human Resource Management

Human Resource Management is defined by Hasibuan as the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping the realization of corporate, employee and community goals [21]. This understanding emphasizes that managing humans who are needed a lot is the right way and it is called art. The goal is for everyone to work based on their respective expertise, so that common goals are achieved.

Work stress

Simply put, work stress is the emotional and reasoning disturbance of employees caused by work pressure and conflict [22]. Disharmonious environment, complicated work and dictatorial leadership cause the employee's condition to be disturbed, and it is



called work stress. The worst impact of work stress is the loss of morale and work creativity which has implications for not achieving work performance. The results of the study explained, work stress affects performance. The impact of the direct influence of stress is emotional changes that are unstable, resulting in less controlled work behavior resulting in decreased performance [23]. But on the contrary, if work stress is resolved, it will result in the birth of an organized work attitude and optimism, so that maximum work results are achieved.

Work Discipline

In general, the notion of work discipline is a management activity to carry out operational standards that exist within an organization or company. According to Hasibuan, work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms [24]. The results of the study suggest that work discipline has a significant effect on work performance [25]. That is, a rule can be a reminder tool for employees in carrying out their duties, so that they remain consistent with the standards that have been set.

Work Achievement

In the sense of carrying out tasks, achievement is the achievement of a work result and is given an appreciation. This understanding provides an understanding that achieving targets both in terms of quality and quantity is work performance. In addition, the achievements achieved amazed colleagues, family and the organization. In addition to theory, this research is also reinforced by previous research, suggesting work stress and work discipline have a significant effect on work performance [26].

Based on the theoretical review and previous research support above, it can be stated, the best thing for an organization is to reduce all factors that have the potential to give rise to work stress. Then try to see work discipline from the main point of view, namely the cultivation of organizational values. Discipline is made in the form of light, fun and insightful SOPs so that pride is instilled in being a highly disciplined employee.

III. RESEARCH METHOD

This research departs from a deductive way of thinking, so that the approach taken is quantitative. The research method uses causal associative with descriptive and inferential explanations. The population in this study was Bank Danamon, South Tangerang City, totaling 60 people. The sample technique used is the census, questionnaire research instruments and multiple linear regression analysis methods.

IV. RESULTS AND DISCUSSION

Correlation Coefficient Test

1. Work stress has a significant relationship with work discipline of 0.383 with a significant level. That is, the discipline of an employee will be disrupted if he is experiencing stress due to work, excessive workload, conflict, and so on.
2. Work stress is significantly related to work performance with a correlation value of 0.456. This value explains that performance will decrease when employees are stressed. Therefore it becomes important for companies to control stress at work.
3. Work discipline has a close correlation with work performance of 0.418. Quantitatively, the relationship of compliance with rules has a positive impact by increasing the quality of work and results.

Based on the table above, it can be stated that the correlation value between work stress and work performance of 0.456 is in the "moderate". While the correlation value of work discipline variables with work performance of 0.418 is included in the "moderate" category. In other words, there is a moderate/quite strong relationship between the variables of work stress and work discipline and work performance.



Table 1. Partial Test of Job Stress - Work Performance

Variable	Value
Constant	4.647 – Significant
Estimation of work stress – work performance	-0.436 – Significant
T count	-3.902 – greater than -2.002
Sig	0.000 – less than 0.05
Conclusion	Significant negative effect

Source: Data Research, 2022

Based on the results of the data processing above, the following research explanation can be put forward:

1. That a constant value of 4,647 means that, even though there is no influence from the work stress variable, Bank Danamon employees still have work performance of 4,647.
2. $t_{\text{value}_{\text{calculated}}}$ that is smaller than t_{table} (-3,902 < -2,002) and a significant value less than 0.05 (0,000 < 0.05). This means that work stress is proven to have a significant effect on work performance.
3. The regression coefficient is 0.436, meaning that if work stress decreases by -1 unit, work performance will increase by 0.436.

Table 2. Partial Test of Work Discipline on Work Performance

Variable	Value
Constant	4.710 – Significant
Estimation of discipline rules – work performance	-0.400 – Significant
T count	3.500 – greater than 2.002
Sig	0.001 – less than 0.05
Conclusion	Has a significant negative effect

Source: Research Data, 2022

Based on the results of the above data processing, the following research explanation can be put forward:

1. That a constant value of 4,710 means that, although there is no influence from the work discipline variable, Bank Danamon employees still have a work performance of 4,710.
2. The work discipline variable has a calculated t value greater than t table (3,500 > 2,002) and a significant value less than 0.05 (0.001 < 0.05). This means that work discipline is proven to have a significant effect on work performance.
3. The regression coefficient is 0.400, meaning that if work discipline increases by 1 unit, work performance will increase by 0.400.

Based on the two analyzes in the analysis above, the following research findings can be put forward:

1. Both work stress and work discipline have proven to have a significant effect on work performance. This emphasizes that all potential forms of work stress need to be minimized, for example by making clear SOPs, building work relationships based on the principle of kinship, leaders being nurturing and protecting employees, holding joint holidays, holding thanksgiving and holding spiritual studies. In addition, disciplinary rules need to be made on the basis of organizational values that are socialized in good ways. In its implementation, the



leadership needs to carry out supervision and guidance attached as a reminder and guide.

2. Quantitative work stress has a dominant effect on work performance. This finding specifically confirms to Bank Danamon to make the issue of work stress an organizational priority.

Table 3. Multiple Linear Regression Test

	Beta	t	Sig.
Constant	17.293	3.227	0.002
Work Stress	-0.347	-2.846	0.006
Work Discipline	0.285	2.335	0.023

Source: Research Data, 2022

Based on the results of the above data processing, the following research explanations can be put forward:

1. That a constant value of 17,293 has a meaning, even though there is no influence from the work stress and work discipline variables, Bank Danamon employees still have work performance of 17,293.
2. Work stress is proven to have a significant effect on work performance in this case it can be shown by the regression coefficient value of -0.347, the t_{count} -2.846 and a significance value of 0.006. These findings confirm the theory that work stress is a negative factor that can affect employee morale. Even stress results in a loss of focus on employee work. Among the causes of work stress are:
 - a. Leadership pressure. Leaders are dictatorial, namely being tough on employees and having poor communication (rude words, temperament)
 - b. Conflict between employees. The work team is not solid, meaning that employees rely on each other or dominate each other (putting forward individual egoism just because they want to be seen as the best) and or lack respect for one another.
 - c. High work risk. Work really drains time, energy and mind
 - d. Inadequate compensation. Companies treat employees unfairly in terms of compensation makes employees dissatisfied, and has an impact on stress.

Therefore it is important for companies to minimize work stress. With minimal work stress, it is hoped that it can restore the focus of employees' work in achieving work performance
3. Work discipline has proven to have a significant effect on work performance, in this case it can be shown by the regression coefficient value of 0.285, the t_{count} of 2.335 greater than 2.002 and a significance value of 0.023 smaller than 0.05. These findings confirm the theory that work discipline is able to control appropriate work behavior, where employees work regularly and consistently, so that work performance is achieved.

Table 4. Test of the Coefficient of Determination of

Variable	Value
Double	0.526
Correlation Standard	0.277
Contribution	0.252
Error Estimation	3.253
DW	2.002

Source: Research Data, 2022



Based on the table above, the contribution value of work stress and work discipline variables to work performance is 0.252. This means that work stress and work discipline have the ability to explain work performance variables of 25.2% while the remaining 74.8% is explained by other variables outside this study.

Based on the analysis and discussion above, the following research findings can be put forward:

1. Both partially and simultaneously work stress and work discipline have a significant effect on work performance. The implication of this study is that work stress is a bad influence on employees which must be minimized. Whereas disciplinary rules need to be made based on organizational values, then clearly arranged in the form of SOPs, Work Plans, Policies, strategies etc. which aim to make employees aware of the benefits of work discipline.
2. The result of simple analysis is better than multiple. The implication is that in solving problems, it should be done separately, so that the success rate is higher.
3. In both simple and multiple models work stress is the dominant variable on work performance. This finding specifically confirms to Bank Danamon to make the issue of work stress an organizational priority.

V. CONCLUSIONS

Based on the analysis and discussion above, the following conclusions can be put forward:

1. Job stress has a significant effect on work performance of -0.436. With the explanation, that the occurrence of a decrease in work stress can increase employee performance.
2. Work discipline has a significant effect on work performance of 0.400. That is, an increase in work compliance can have an impact on improving employee performance
3. Work stress and work discipline together have a significant effect on work performance with a coefficient of determination of 0.252. That is, discipline and stress factors are conditions that have an influence on employee performance, with an estimated value of 25.5%. This explains, these two factors have a contribution that needs to be considered in the development of human resources.

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